
Outreach for Mission Sustainability



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Military Sustainability Project Overview

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- Under the auspices of US – RSA Defence Committee (DEFCOM) Environmental Security Working Group (ESWG)
- Purpose: Develop one in a series of Guidebooks:
“Outreach for Mission Sustainability”
 - Intended to assist the international military community in working effectively with its stakeholders to find mutually beneficial solutions to encroachment pressures
 - Guidebook contents:
 - ***What is Mission Sustainability and why is it important***
 - ***How can outreach help protect and sustain the military mission***
 - ***Step-by-step process to build an Outreach Program***
 - ***Outreach principles and tools for success***
 - ***Outcomes***



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*What is Mission Sustainability
and why is it important*



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Defining Mission Sustainability

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Mission Sustainability – “Meeting current and future mission requirements – in the air, on land, and at sea – while concurrently safeguarding human health, quality of life, and the natural environment”





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Training and Testing are More Important Than Ever

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- Realistic training requires realistic training environments
- The ability to field and use advanced military technology is fundamental to warfare
- Current weapons and tactics require increasingly large battlespaces
- Readiness is perishable – Skills must be maintained through regular training
- Training requirements and frequency have increased; ready access to training is essential
- Live fire is fundamental to training



We Must Train as We Fight

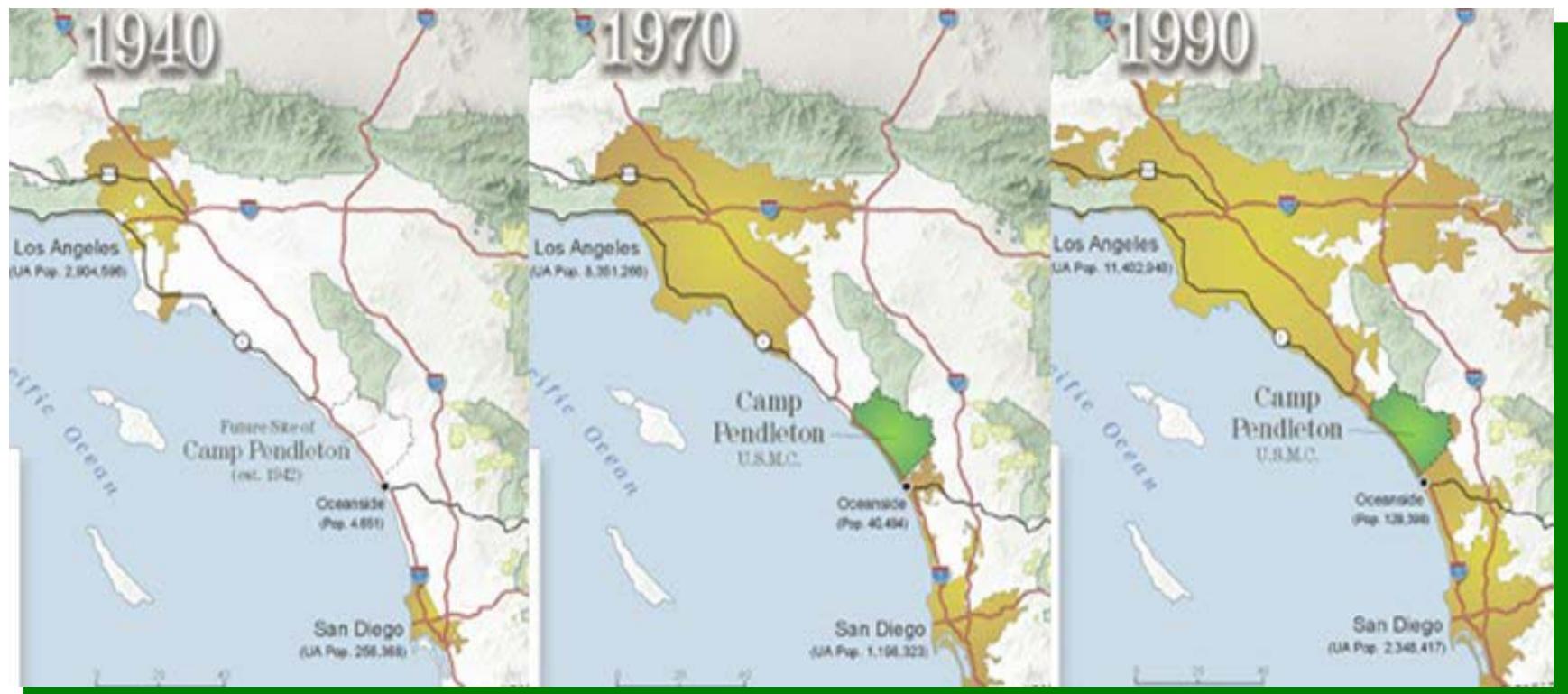


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Military Training at Risk

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Encroachment is the real or perceived conflict between the reasonable spatial requirements for mission sustainability and a host of economic, socio-political or environmental imperatives

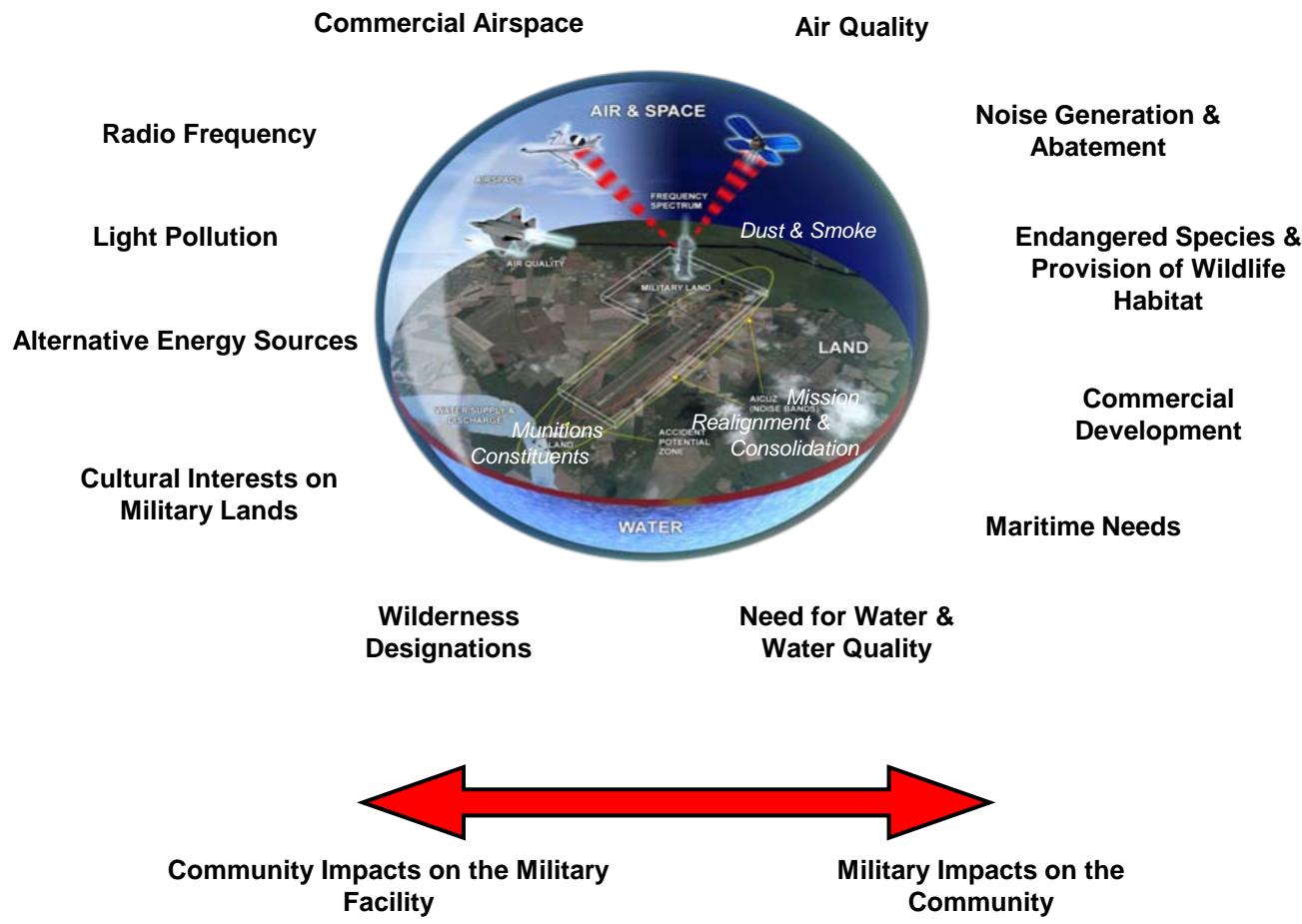




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Encroachment Pressures Work Both Ways

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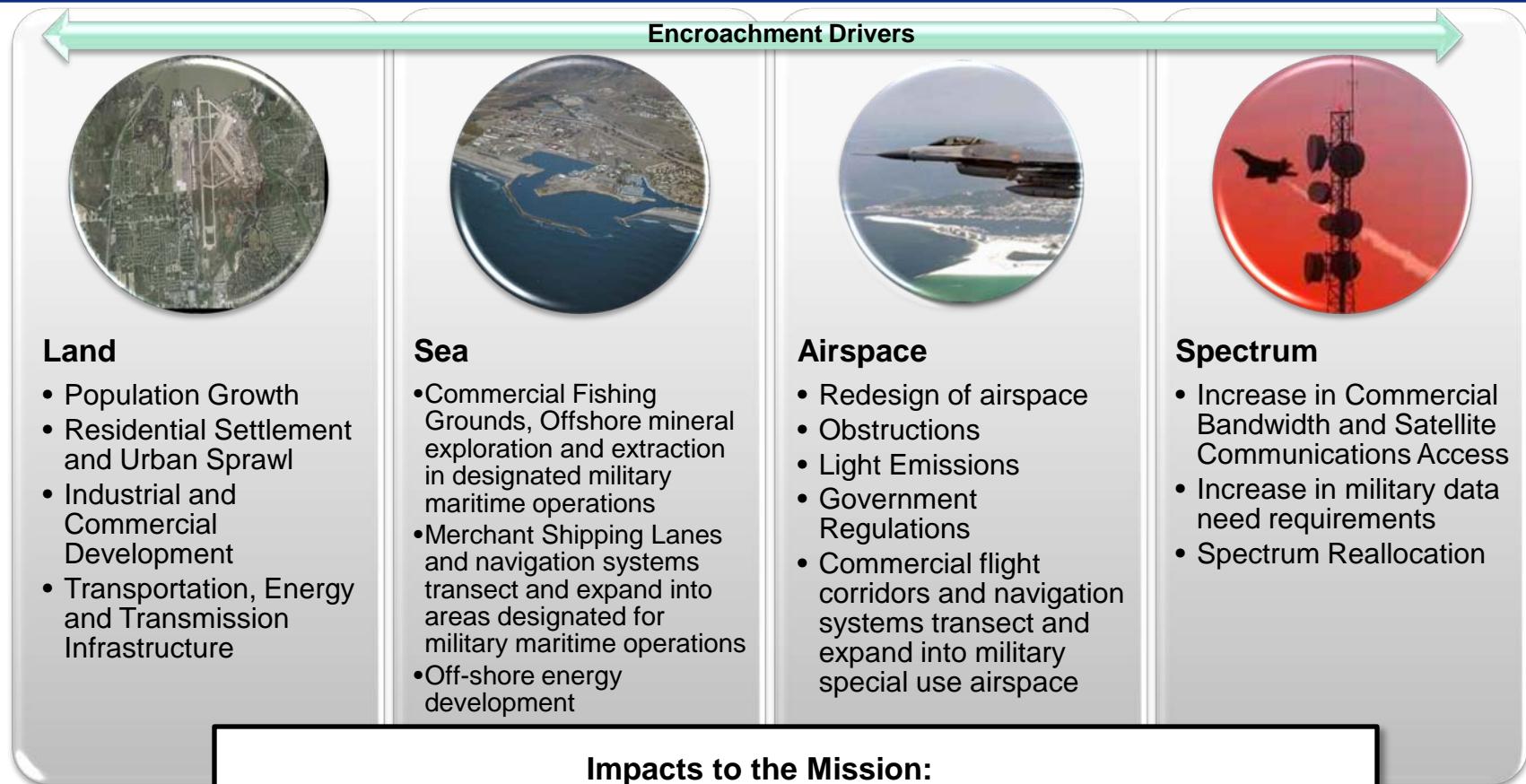
Result: Reduced Flexibility for the Military and the Community



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Encroachment Drivers and Mission Impacts

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Impacts to the Mission:

- Delays
- Workarounds
- Increased Costs
- Cancellations
- Rescheduling
- Restructuring (moving a military training route or Target, limiting your ability to shoot, etc.)
- Self imposed restrictions
- Inability to realistically test and train



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*How can outreach help protect
and sustain the military mission*

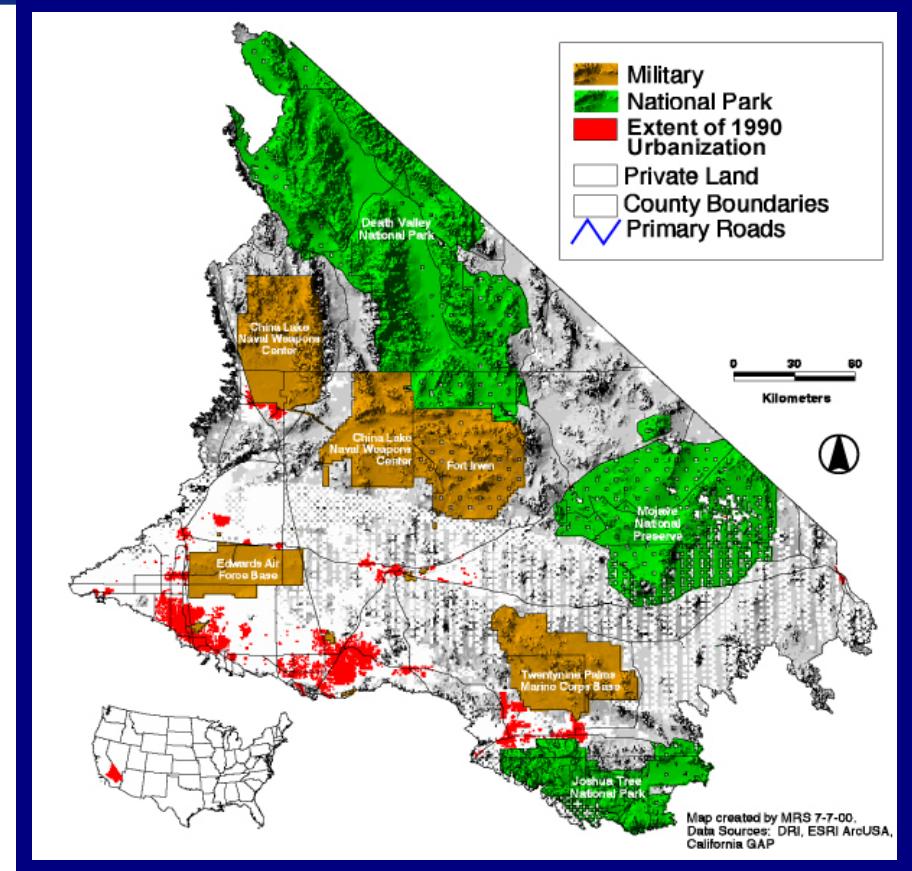


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Competition for Resources

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- The military needs to maintain access to land outside its fencelines
- Whether the military is engaged or not, others are (including government, industries, associations, NGOs, etc.) and they are fighting for the same resources the military needs.



Example of White Space around Military Installations in Southern California



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Requires a Cultural Shift

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■ Issue

- The military needs access to critical resources such as land, air, sea and spectrum frequency

■ Solution

- The military needs a more defined / sustainable approach to outreach

■ The military should:

- Proactively work with stakeholders
- Build long-standing relationships / partnerships
- Ensure that growth is compatible to the mission

GOAL: *Have a seat at the table when decisions are made that can affect the military's ability to execute its mission*

Engagement is a Two-Way Street



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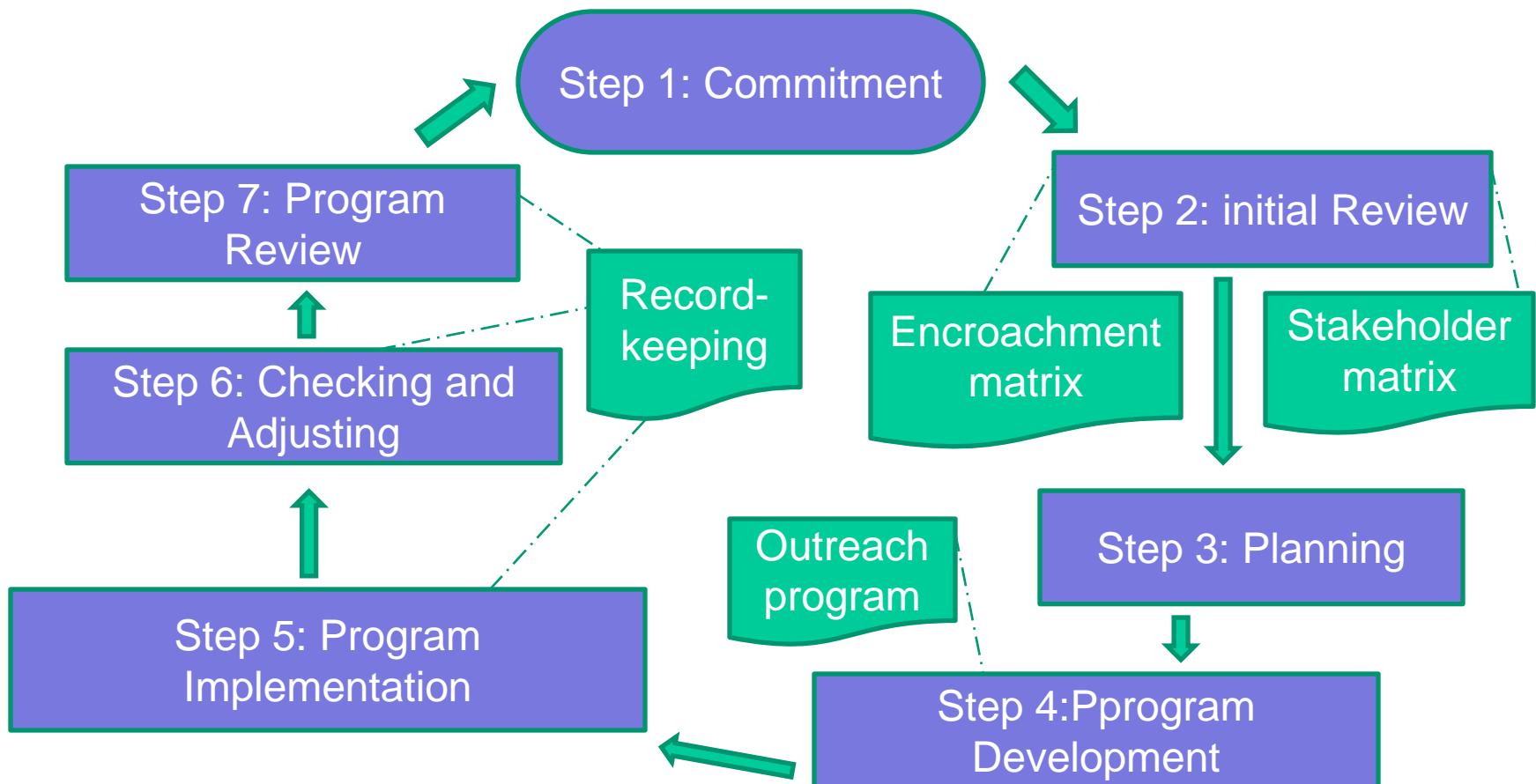
*Step-by-step process to build
an outreach program*



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Process for Building an Outreach Program

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Step 1: Commitment

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- Obtain leadership commitment
- Establish an interdisciplinary team
- Determine each member's responsibilities
- Liaison Officer (LO) heads the team
 - Requires specific skill set
 - Needs to report to the commander
 - Continuity of LO is vital: it's all about building relationships



Step 2: Initial Review: Inventory Encroachment Pressures

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Step 2: Initial Review (cont)

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- Identify and Understand the Stakeholders

Who could be partners? What are their motivations? How do they function? What are the best ways to interact?...

- Create a matrix for each encroachment issue

- Encroachment threat
- Stakeholders
- Opinion leaders
- Decision makers
- Means of engagement
- Decision timelines and milestones
- Desired outcome and ultimate results



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Step 3: Planning

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- **Assess national-level aspects**
- **Assess regional and local aspects**
 - **Master planning**
 - **Considerations inside the fenceline**
 - **Considerations outside the fenceline**
- **Keep in mind regulations and legislation**



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Step 4: Program Development

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- Prioritize encroachment issues
 - Significance
 - Timing
- Develop and assess alternative solutions



Create and Outreach Program, to include objectives and targets



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Step 5: Program Implementation

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- **What are the resource requirements?**
 - Time
 - Staff
 - Money
- **Partnerships and coalitions**
- **Communication**
- **Participation in external planning and policy processes**



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Step 6: Checking and Adjusting Step 7: Program Review

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- **Step 6**
 - Monitor and evaluate progress
 - Revisit objectives, if necessary
- **Step 7**
 - Review program milestones
 - Adjust implementation plan
 - Reaffirm leadership support

Remember the process is circular!



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*Outreach principles and
tools for success*



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Rules of Engagement

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- “Decide/Announce/Defend”
- A better strategy:
 - Be proactive
 - Build trust
 - Be committed
 - Be transparent
 - Show respect

Identify the real stakeholders and the right issues



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Importance of Communication

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■ Tools for Personal Interactions:

- Meetings of the commander with local community groups
- Interviews on radio and television
- Site visits

■ Tools for creating specific products:

- Brochures
- Press releases
- Maps

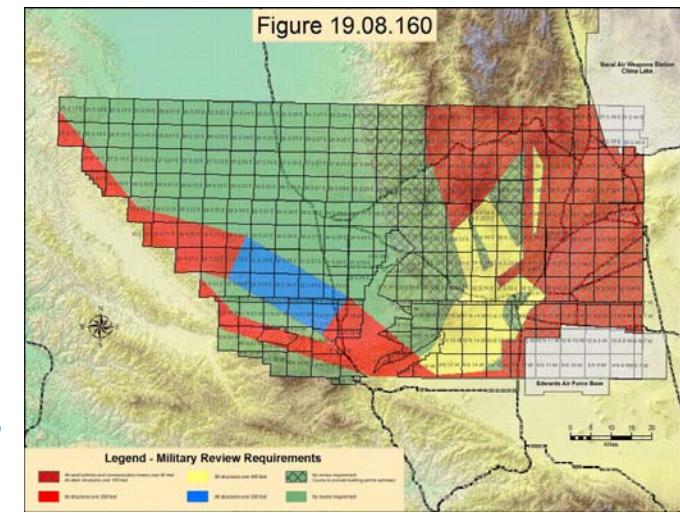
What is your communication objective?

Who are the stakeholders and opinion leaders?

What information do you want to provide?

What information do you seek?

What is the best way to communicate?





Site Visits

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“Range Tours allow the two communities to see the same ground through the lens of the other, **engage in dialogue** at the facility, and explore new visions for protecting wildlife and native plant habitat while balancing the training demands of our nation's military. The Range Tours facilitate a forum for **talking to each other and working towards mutual goals.**”

- *Sierra Club's Senior Washington DC Lands Director*



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Outcomes



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Results You Can Expect

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- Enhanced governance
- Improved military brand image
- Compatible uses of land, air and water resources
- Saved time and money
- Win-win solutions

Sustain the Mission!



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